



Coaching, Evaluating and Delivering Constructive Feedback – Learning Series

Coaching, Evaluating and Delivering Constructive Feedback – Topic #1:

Reflection Point Worksheet: *Who is your coach? Who are you coaching?*

As stated in the “What is Coaching?” topic, **coaching is a communication process used to teach or train people**. As a Commonwealth Manager/Supervisor, you likely have one (1) or more staff members who report to you. These staff members are your employees. A smart first step in coaching is to reflect on your coaching relationships (both as a coach and employee) and consider what it takes to be an effective coach.

The worksheet below will guide you through a series of questions to help you recognize your coaching relationships, brainstorm characteristics of effective and ineffective managers, and identify the coaching characteristics you would like to possess and display. **No follow-up is required for the worksheet**; the goal is to get you thinking about your coaching relationships and skills as a coach.

1. **Who is your coach?** Remember to include both formal and informal coaches. There may be more than one (1).
 - Coach #1:
 - Coach #2:
 - Coach #3:
2. **Who are you coaching?**
 - Coachee #1:
 - Coachee #2:
 - Coachee #3:
3. **What are characteristics of an effective coach?**
 - Effective Characteristic #1:
 - Effective Characteristic #2:
 - Effective Characteristic #3:
4. **What are characteristics of an ineffective coach?**
 - Ineffective Characteristic #1:
 - Ineffective Characteristic #2:

- Ineffective Characteristic #3:

5. What coaching characteristics do you want to possess/display? Consider characteristics that you currently have and use, as well as new characteristics you'd like to develop.

- Attainable Characteristic #1:
- Attainable Characteristic #2:
- Attainable Characteristic #3: